



ODP 8-612

20 APR 1978

MEMORANDUM FOR: Chief, Audit Staff

THROUGH : Inspector General

FROM : Deputy Director for Administration

SUBJECT : Reply to Audit Recommendation

REFERENCE : Report of Audit Appraisal of the General
Accounting System dtd 28 March 78DD/A Registry
File Acct-3

1. As you requested, this memorandum is in response to the recommendation contained in reference, page 8, para. 21. It reads as follows:

Recommendation for the DDA

Provide policy and guidance for the development or strengthening of the capability within each major user Office to participate with ODP in the development and maintenance of computer systems. The steps necessary to accomplish this may require a change in the current recruitment, personnel management, staffing, and training policies within the DDA.

2. I plan to take no action with respect to the recommendation. In the first place, it is not appropriate to address the subject of this recommendation in an audit report on GAS. It is far too complex and has too many Agency-wide ramifications to be treated in such an offhand way. Before I would care to even comment on the proper level of ADP skills in user offices, I would like the benefit of factual backup data and objective analysis, neither of which is contained in your report. Certainly, if a problem exists, and I'm not sure it does, it is not unique to the DDA. Therefore, any such study should address the subject on an Agency-wide basis.

3. I am aware that, in the current ADP organizational environment in CIA, we have a wide range of ADP expertise in the user offices, ranging from no expertise to highly professional do-it-yourself groups which require little or no help from ODP. Somewhere in between is a large group of amateurs, self-styled professional, and truly professional ADP people.

This expertise has proved to be both a blessing and a bane. Too much expertise can easily lead to a blurring of responsibility for system design, causing delays, inefficiencies, and increased costs. This is not a simple problem. I therefore cannot accept your generalized unsupported recommendation on such a complex Agency-wide matter.

4. I share your concern about providing more efficient and effective use of computer assets in my Directorate. I will continue to insist that major projects, such as GAS, be managed as joint user office-ODP projects with interdisciplinary mixes of personnel. These projects have been tracked by senior DDA managers as joint objectives using our MBO procedures to assure high management visibility. Progress, including extensions, changes in scope, and in some cases project overruns, have been reported on a regular basis; there have been no major surprises. In sum, without factual data to the contrary, I do not believe that the presence or absence of computer professionals or computer skills in DDA user offices has been or is it likely to become a major factor in the success or failure of DDA systems development or maintenance.

/s/ John F. Blake

John F. Blake

ORIGINATOR:

25X1A


Director of Data Processing

4/16/78
Date

Distribution:

Orig - adse thru IG

1 - IG

2 - DDA Chrono. Subject

Mike:

Please take the general recommendations and talk them out with Danny May. My own feeling is that the general recommendations go too far in equipping the office with a systems capability. However, talk it out with Danny, and then the two of you give me the benefit of your observations. Then we will make up our minds on what we want to do and what kind of a reply we want to send.

Jack Blake

Mike

Please take the general recommendations
and talk them over with Danny

May. My own feeling is that
the general recommendations go far
far in suggesting the office
needs a systems capability.

Hence, talk it over with

Dan & then the two of you
give me the benefit of your
alternatives. Then we could

make up our minds on what

we want to do & what

kind of a reply we want

to send

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

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1201 Key Building

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Inspector General
6 E 19 Hqs.

29 MAR 78

31 MAR 78

✓

2. EO/DDA

3/31

✓

3. A/DDA
7 D 24 Hqs.

31 MAR 1978

✓

4.

5. Deputy Director for
Administration

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Jack:
let's discuss page
8. I think the auditors
are way off base.

Mike